

Program Endorsement

U.S. Navy Deputy for Acquisition and Business Management (Oct. 2, 2000)



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MEMORANDUM FOR THE JOINT DEFENSE MANUFACTURING TECHNOLOGY PANEL


Subj: Endorsement of Boeing Supplier Lean Enterprise-U. S. Navy Pathways Transformation Pilot for Defense Manufacturing Technology Achievement Award

It is with great pleasure that I endorse the nomination of the Boeing Supplier Lean Enterprise-U. S. Navy Pathways Transformation Pilot for the Defense Manufacturing Technology Achievement Award. In April, Boeing and U.S. Navy Pilot Leadership briefed me on this program pilot. I was taken by the innovative approach of combining a commercially developed, Lean Initiative and a U.S. Navy Supplier Improvement endeavor into results-oriented program that addresses cycle time, inventory, schedule and cost reduction, and the elimination of non-value added activities in the value stream. I was further impressed by the results to date that participating Suppliers to the F/A-18 E/F, V-22 and SLAM-ER and Harpoon Programs had achieved in the Program after only three months. These achievements included "Value Stream Mapping", which identified opportunities to reduce in-house assembly flow time by 42% for the Engine Fuel Display on the F/A-18E/F. In addition, by implementing "quick hitters"; cost reductions of 2.5% were effected on V-22; and reductions of cycle time by 61%, WIP by 75%, Queue Time by 75% and travel distance by 55% were achieved by implementing advances from an Advanced Improvement Workshop on efforts impacting the SLAM-ER and Harpoon.

Because of the pilots potential, I assigned my Special Assistant For Logistics (CAPT Charlie Lasko) to the Lean-Pathways Steering Group. I directed CAPT Lasko to help encourage the participation of Navy program offices in the Steering Group and to study the process and view the results and lessons learned. CAPT Lasko also participated in executive level meetings with OPNAV and the SYSCOMS and briefed them on the program process and progress. Because of the innovative approach and the results to date, the program is gaining increasing interest at both levels. We need an arsenal of new approaches to impact weapons systems affordability, and the Lean-Pathways approach fits that bill.

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In the Acquisition World, everything that we can do to effect improvements through new ideas and approaches helps to focus additional resources to support the Fleet better. I believe the Lean-Pathways approach should be adapted for further use by the Navy and other Defense Managers because of its "getting the improvement results into the enterprise quicker." I further believe that recognition of this program is needed at this time to accelerate the wider use of the Lean-Pathways approach in Defense Program Management and Acquisition so we can reap its benefits.


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